



**Health Services**  
LOS ANGELES COUNTY

Los Angeles County  
Board of Supervisors

Gloria Molina  
First District

Yvonne B. Burke  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

Bruce A. Chernof, MD  
Director and Chief Medical Officer

John R. Cochran III  
Chief Deputy Director

William Loos, MD  
Acting Senior Medical Officer

313 N. Figueroa Street Rm. 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.ladhs.org](http://www.ladhs.org)

*To improve health  
through leadership,  
service and education.*



[www.ladhs.org](http://www.ladhs.org)

November 15, 2006

TO: Each Supervisor

FROM: Bruce A. Chernof, M.D.  
Director and Chief Medical Officer

SUBJECT: **NURSING STRATEGIC PLAN AND RECRUITMENT AND  
RETENTION UPDATE JULY 1 – SEPTEMBER 30, 2006**

At its December 2005 meeting, the Board of Supervisors adopted a motion directing the newly appointed Director of Nursing Affairs to develop a nursing strategic plan.

Attached for your review is a quarterly update on the progress of the strategic plan initiatives as well as a report on nurse recruitment and retention for the period of July 1, 2006 through September 30, 2006.

Nursing Strategic Plan Update:

I. Recruitment

- Recruitment statistics as reflected in Attachments I & II demonstrate a positive trend that our focus on intensifying our visibility, support and partnership with community colleges and the implementation of the Employee Referral Award Program (ERAP) have contributed to an increase in RN recruitment.

II. Registry Reduction Plan

- Efforts are focused toward reducing registry utilization as part of the budget deficit management plan. Certified Nursing Attendant (CNA) hiring and Registered Nurse (RN) hiring continues with 103 CNA's and 135 RN's hired for the third quarter (see Attachment III).

III. Centralized Database

- All recruitment and retention statistics are being tracked and trended using a centralized database. The information provided by the facility nurse recruiters includes:

Number of new hires and terminations (see Attachment IV)  
Reasons for declining employment (see Attachment V)  
Reasons for terminations (see Attachment VI)

- A database has been established to track return on investment (ROI) from job fairs, advertising venues, etc. The information provided by the facility nurse recruiters includes:

RN Recruitment from Nursing Schools (see Attachment I)  
RN Hiring Sources (see Attachment II)

#### IV. Website

- First phase of the redesigned nursing recruitment website has been launched and will continue to undergo changes to provide more descriptive details on content information. Hyperlinks, quick links, recruitment calendar, job search, FAQs, comments/suggestions, facility maps, and research engine has been incorporated to provide an easier and more friendly navigation throughout the website giving it a more intuitive interface. Changes/revisions to existing website have been incorporated. Full implementation is expected by December 2006.

#### V. Retention

- A standardized exit interview format is being developed and results of exit interviews will be trended. Results of exit interviews will be shared with facilities and an action plan will be developed to respond to issues identified during the interviews.
- A system-wide nursing retention committee has been formed with representatives from line staff from each facility. The first meeting was held and the committee discussed retention challenges. The committee will continue to meet to develop strategies to improve staff retention and to begin planning upcoming retention activities.

#### Nurse Recruitment and Retention Programs

*Employee Referral Award Program (ERAP):* This recruitment and retention program enhances recruitment of hard-to-fill licensed RN positions. This program awards current Department of Health Services (DHS) employees for referring RN's to work for DHS. If a referred RN is hired, the DHS employee can receive up to \$1000. During this reporting period, the Office of Nursing Affairs received 55 referrals, job offers were made to 45 referrals, and a total of 30 applicants were hired.

*Tuition Reimbursement (TR):* This retention program continues to be an effective method of providing financial assistance to DHS employees pursuing a nursing education. This program is now centralized under the Office of Nursing Affairs, which has shortened the time it takes to receive reimbursement from several months to an average of 30 days or less. A total amount of \$67,458.00 in TR has been distributed to DHS and DPH employees for this reporting period.

*Relocation Incentive Program (RIP):* This recruitment strategy provides financial assistance to registered nurses who relocate from at least 200 miles outside of Los Angeles County and work for DHS for a minimum of one year. Three (3) new hires received the Relocation Incentive monetary award during this reporting period.

Tutoring and Mentoring Programs at East Los Angeles Community College, Glendale Community College, and Los Angeles Valley College:

Efforts to establish visibility and a presence at the three (3) nursing schools involved in the Tutoring and Mentoring programs have increased. The goal is to increase employment of the student nurses and graduates at DHS facilities. The Office of Nursing Affairs staff and faculty from the three nursing schools met to discuss the Tutoring and Mentoring contracts. The Office of Nursing Affairs staff discussed recruitment strategies to establish a rapport and educate the nursing students on DHS nursing employment opportunities. The following recruitment strategies will be utilized:

- Presentations on resume writing and other topics identified by the faculty
- DHS Nursing Employment Opportunities presentations
- Recruitment tables on campus

East Los Angeles Community College (ELAC) School of Nursing

- All students received DHS Tutoring and Mentoring Program services
- 14 ELAC graduates were hired as staff nurses/interim permittees for DHS
- 4 ELAC nursing students were hired as student nurse workers for DHS
- 85.14% of the graduates passed National Council Licensure Examination (NCLEX)

Glendale Community College (GCC) School of Nursing

- All students received DHS Tutoring and Mentoring Program services
- 3 GCC graduates were hired as staff nurses/interim permittees for DHS
- 2 GCC nursing students were hired as student nurse workers for DHS
- 87.72% of the graduates passed NCLEX

Los Angeles Valley College (LAVC) School of Nursing

- All students received DHS Tutoring and Mentoring Program services
- 15 LAVC graduates were hired as staff nurses/interim permittees for DHS
- 0 LAVC nursing students were hired as student nurse workers for DHS
- 77.55% of the graduates passed NCLEX

College of Nursing and Allied Health (CONAH)

Recruitment at the CONAH continued with the goal of increasing employment of student nurses and retention of the graduates at DHS facilities. The following recruitment strategies were provided during this quarter:

- Nurse Intern Program
- Resume Writing Presentations
- Employment Opportunities Presentation
- Recruitment table at CONAH
- Nursing Job Fair
- Area Hosted Open House

The following are the CONAH hiring statistics during this rating period:

- 22 CONAH graduates were hired as staff nurses/interim permittees for DHS
- 25 CONAH nursing students were hired as student nurse workers for DHS
- 83.96% of the graduates passed NCLEX

If you have any questions or need additional information, please let me know.

BAC:lq  
501:010

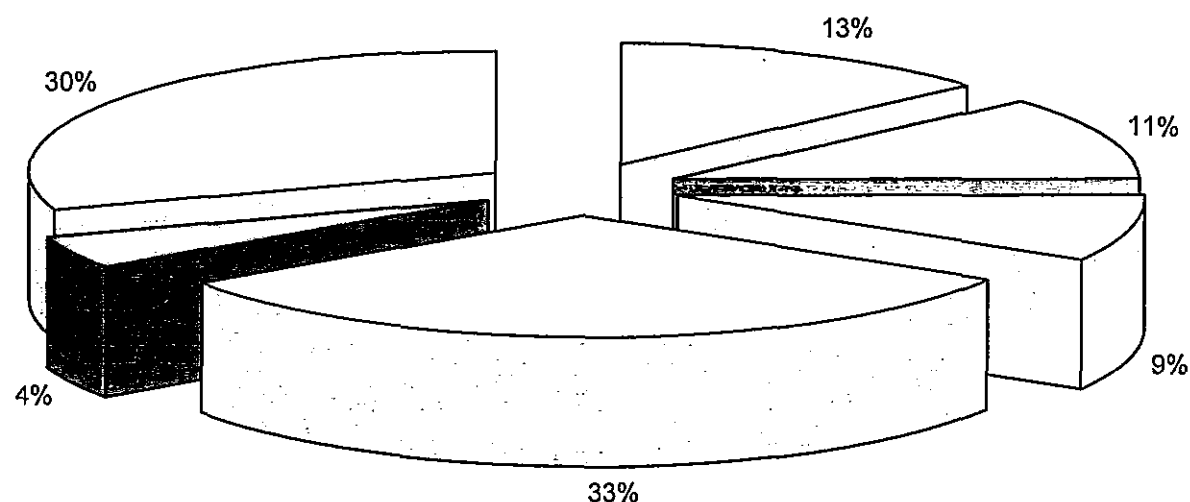
#### Attachments

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors  
Chief Nursing Officer/Director of Nursing

## ATTACHMENTS

- Attachment I - Registered Nurse Recruitment from Nursing Schools
- Attachment II - Registered Nurse Hiring Sources
- Attachment III - Facility-Wide Nursing Recruitment and Retention Report
- Attachment IV - New Hires and Terminations
- Attachment V - Reason RN Candidates Decline Employment
- Attachment VI - Reasons for Terminations

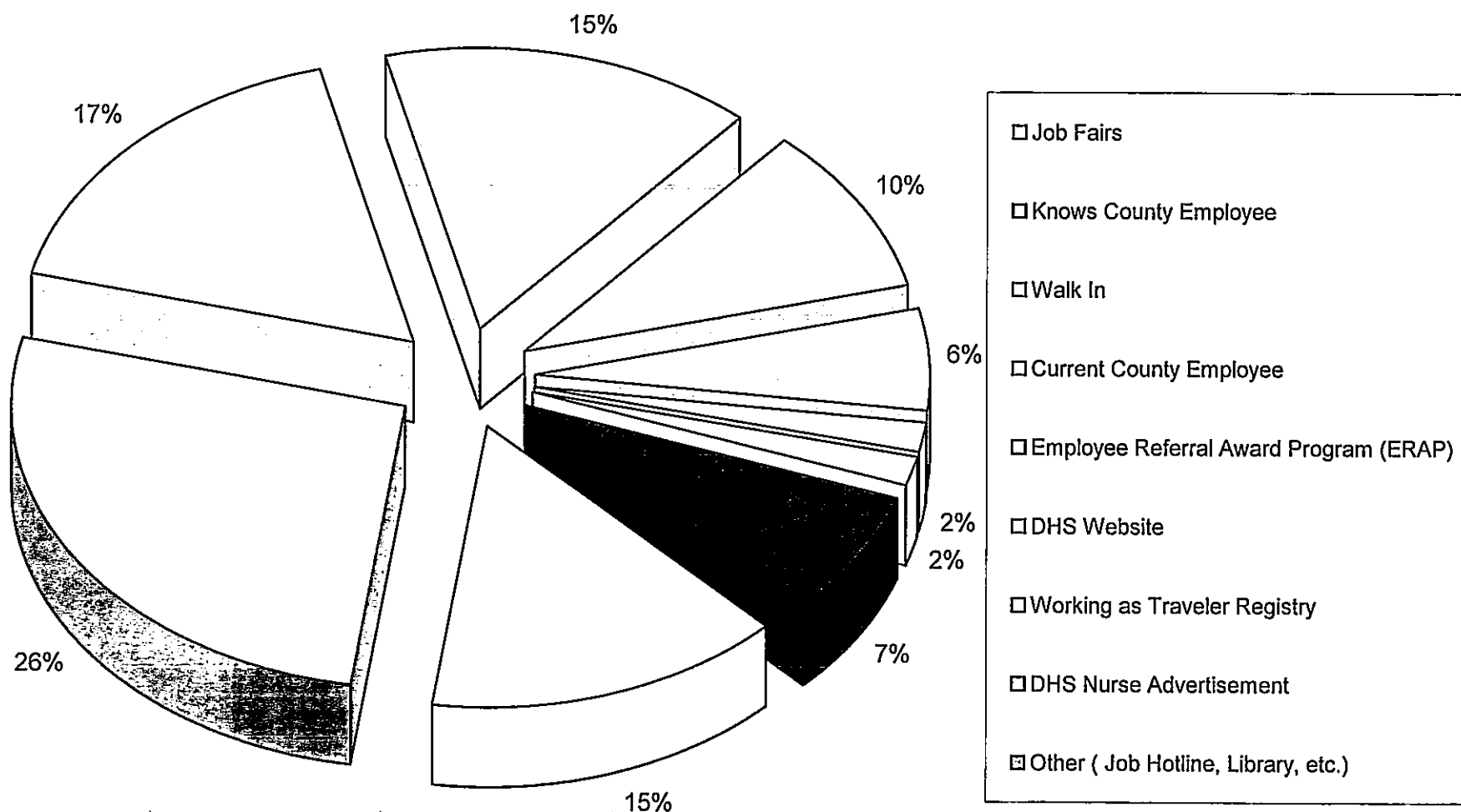
**LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES  
OFFICE OF NURSING AFFAIRS  
REGISTERED NURSE RECRUITMENT FROM NURSING SCHOOLS  
THIRD QUARTER REPORT  
JULY 1, 2006 THROUGH SEPTEMBER 30, 2006**



- ☐ College of Nursing Allied Health
- ☐ International (Philippines, China, Ghana, etc)
- ☐ California Universities (CSULA, CSULB, etc)
- ☐ California Community Colleges (ELAC, LAVC, etc.)
- ☐ Out of State Schools (Univ of New York, Univ of Miami, etc)
- ☐ Experienced RN (Not New Grads)

Total Number of RN's Hired = 135

**LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES  
OFFICE OF NURSING AFFAIRS  
REGISTERED NURSE HIRING SOURCES  
THIRD QUARTER REPORT  
JULY 1, 2006 THROUGH SEPTEMBER 30 2006**



Total Number of RN's Hired = 135



**LOS ANGELES COUNTY - DEPARTMENT OF HEALTH SERVICES**  
**OFFICE OF NURSING AFFAIRS**  
**FACILITY-WIDE NURSING RECRUITMENT AND RETENTION REPORT**  
**JULY 1, 2006 THROUGH SEPTEMBER 30, 2006**



**Health Services**  
 LOS ANGELES COUNTY

	REGISTERED NURSE	LICENSED VOCATIONAL NURSE	NURSING ATTENDANT	STUDENT NURSE WORKER SR. STUDENT NURSE WORKER
New Hires	135	42	103	70
Terminations	92	19	15	12
Net gain	43	23	88	58

**DEPARTMENT OF HEALTH SERVICES**  
**Registered Nurse Third Quarter Report**  
**July 1, 2006 through September 30, 2006**  
**New Hires and Terminations**

Attachment IV

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Year to Date
--	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	--------------------

Department of Health Services (All Dept #s)	Incomings	51	49	65	63	50	37	56	32	47				450
	Terminations	58	51	51	39	44	31	25	28	39				366

High Desert Healthcare System (Dept 130)	Incomings	0	0	1	2	2	1	1	0	2				9
	Terminations	1	0	0	0	1	2	0	1	0				5

LAC+USC Healthcare Network (Dept 160)	Incomings	28	18	30	26	22	12	22	11	30				199
	Terminations	31	16	22	17	14	14	4	9	16				143

Harbor/UCLA Medical Center (Dept 200)	Incomings	16	13	15	17	15	9	8	9	5				107
	Terminations	16	10	14	10	12	3	4	8	7				84

King/Drew Medical Center (Dept 225)	Incomings	2	9	7	8	3	6	5	2	3				45
	Terminations	4	12	10	3	6	6	9	5	5				60

ValleyCare Olive View/UCLA Medical Center (Dept 240)	Incomings	3	7	10	5	7	8	18	9	6				73
	Terminations	4	8	3	6	5	3	4	3	9				45

Rancho Los Amigos National Rehabilitation Center (Dept 260)	Incomings	2	2	2	5	1	1	2	1	1				17
	Terminations	2	5	2	3	6	3	4	2	2				29

January 06 - June 06 Data Source: CWTAPPS  
 July 06 - September 06 Data Source: Nurse Recruiter Centralized  
 Data Base

(BA501-010 3rd Quarter 2006)

**DEPARTMENT OF HEALTH SERVICES**  
**Office of Nursing Affairs**  
**Third Quarter Report**  
**July 1, 2006 through September 30, 2006**  
**Reason RN Candidates Decline Employment**

REASON CANDIDATE DECLINED EMPLOYMENT		HARBOR/UCLA MEDICAL CENTER	LAC+USC HEALTHCARE NETWORK	RANCHO LOS AMIGOS NAT'L REHAB CTR	OLIVE VIEW MEDICAL CENTER	MLK/KDMC MEDICAL CENTER	TOTAL
1	Accepted another job	4	3	0	3	3	13
2	Did not respond to calls	0	0	0	4	2	6
3	Did not respond to letter	0	0	0	0	0	0
4	Did not show - no reason given	0	0	0	0	0	0
5	Distance	1	0	0	2	0	3
6	Negative publicity\Professional risk	0	0	0	0	3	3
7	Not interested in full-time perm position	2	0	0	0	0	2
8	Not interested in shift offered	0	4	0	2	2	8
9	Not interested in specialty area offered	0	0	0	1	0	1
10	Not interested in work assignment	0	0	0	0	0	0
11	Personal reasons	6	0	0	5	1	12
12	Prefers a higher position	0	0	0	1	0	1
13	Prefers another DHS department	0	0	0	1	1	2
14	Salary too low	1	6	1	0	0	8
15	Unable to attend new hire orientation	0	0	0	0	1	1
16	Unable to clear pre-employment physical	0	0	0	0	0	0
17	No reason given	2	0	0	0	2	4
<b>TOTAL</b>		16	13	1	19	15	64

na = Information not available at time report completed.

**DEPARTMENT OF HEALTH SERVICES**  
**Registered Nurse Third Quarter Report**  
**July 1, 2006 through September 30, 2006**  
**Reasons for Terminations**

Attachment VI

Department Number - Facility or Program	Deceased	Discharged	Failed Medical Exam	Health	Moved	Non County Employment	Other	Personal	Remain at Home	Recurrent Release	Released Temp	Retirement	Return to School	Transfer	Working Conditions	TOTAL
130 - High Desert Healthcare System	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
160 - LAC+USC Healthcare Network	0	0	0	0	0	0	0	25	0	0	0	1	0	3	0	29
200 - Harbor/UCLA Medical Center	0	0	0	0	0	0	0	14	0	0	0	3	0	3	0	20
225 - King/Drew Medical Center	0	1	0	0	0	0	1	10	0	0	1	3	0	4	0	20
240 - ValleyCare Olive View/UCLA Medical Center	0	0	0	0	0	0	0	10	0	0	0	1	0	3	0	14
260 - Rancho Los Amigos Nat'l Rehab Center	0	0	0	0	0	0	4	1	0	0	0	2	0	1	0	8
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>61</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>92</b>